

## TACOM Conducts 3rd Annual Quality Survey

*By Stan Kahn, TACOM-ARDEC Survey Team Leader*

**T**ACOM has just embarked on its third iteration of the annual survey, which it initiated as a vehicle to measure how well we are meeting the goals of Total Quality Management within TACOM. While TARDEC and ARDEC have won the Presidential Award for Quality, the highest quality award in the federal government, our goal is to continuously improve. Therefore, participating in the TACOM survey provides us value beyond just participating in a directed activity. Since TACOM-ARDEC Board of Directors approved the formation of a team to prepare the nomination for the 1998 Quality New Jersey Achievement Award and the 1999 Army Communities of Excellence Award, the use of the feedback from this survey will enable us to highlight the progress we have made and provide areas on which we still need to improve.

While winning awards and attaining recognition for TACOM-ARDEC is part of our survival strategy, the

most important by-product of the awards process is creating and accelerating a quality culture focused on leadership, customer-focus, employee participation and development, teaming, process improvement and measurement among other core values and concepts

embodied in the criteria. The use of the annual survey permits us to measure work force perceptions over time and to guide us in implementing needed improvements.

Approximately 25% of the ARDEC population from all sites will be selected by the random sampling procedure to participate in this year's survey. If you are selected, I hope you will take time out of your busy schedule to complete it. There are 44 questions and it should take you about 15 minutes to complete.

The ARDEC survey team includes: Ross Benjamin, Kathryn Daut, Clark Ensley, Ellen Haveman, Virginia Hogan, Rita Nadilo, Jamie Reifinger, Maurice

### Inside This Issue

<b>TACOM Conducts 3<sup>rd</sup> Annual Quality Survey.....</b>	<b>1</b>
<b>Creativity Sessions Used To Generate Ideas.....</b>	<b>2</b>
<b>For Army After Next (AAN)</b>	
<b>Did You Know...?.....</b>	<b>3</b>
<b>Concurrent Engineering Corner.....</b>	<b>4</b>
<b>Book Reviews.....</b>	<b>4</b>
<b>Engineering Software Standards -- Are They Needed?...</b>	<b>6</b>
<b>Revised Reinvention Waiver Procedures.....</b>	<b>7</b>
<b>February Video Showings.....</b>	<b>8</b>
<b>Best Practices.....</b>	<b>9</b>
<b>Quality Training Opportunities Offered.....</b>	<b>10</b>
<b>Solicitation and Guidance for "Leading Change".....</b>	<b>11</b>
<b>Newsletter Articles</b>	
<b>Acquisition Reform.....</b>	<b>12</b>
<b>Team Start-up Information.....</b>	<b>13</b>
<b>PEP Rally Survey.....</b>	<b>13</b>
<b>Quality Quote.....</b>	<b>13</b>

Scavullo (Benet), Robert Lieske (APG), Phil Vernon (RI), Mike D'Onofrio (Adelphi) and Bob Gruber (Indian Head).

TACOM-ARDEC's Corporate Information & Technology Directorate (CITD) is administering the survey for all TACOM Business Units not just TACOM-ARDEC.

In a future issue of the Quality Link, I will share the results of TACOM-ARDEC responses to the survey and actions taken as a result.

## **Creativity Sessions Used To Generate Ideas For Army After Next (AAN)**

*By Larry Ostuni*

The Army After Next (AAN) is an effort by the US Army to revolutionize warfare. The key phrases that define AAN are knowledge and speed; total knowledge of the enemy's capability and the ability to act so quickly and decisively that the enemy's will to fight is destroyed. This is an effort that throws out the old rules and seeks so-called "break the box" type solutions. The AAN force is intended to attack the enemy anywhere and have the ability to travel at speeds in excess of 200 kms/ hr.; previous top speed for a fighting force is in the order of 45 kms/ hr which is based on the cross country speed of traditional fighting platforms such as tanks, self propelled artillery, etc. Tanks and self-propelled artillery continue to be important in the heavy force but appear to have limited capability in the Army After Next. The question of whether "gun type" solutions with their high recoil forces and consequently heavy weight could play a role in AAN formed the backdrop of creative sessions that were conducted at ARDEC during the Nov-Dec 97 time frame.

Many agencies at ARDEC were involved including FSAC, CCAC, WECAC, PM AMMOLOG, JSSAP and BDO; the sessions were sponsored by John Hedderich (CCAC), Al Warnasch (FSAC), Ty Cobb (BDO) and facilitated by the author. The conclusion of these sessions was that guns as well as other

ARDEC products could make a significant contribution to the Army After Next. Below highlights some of the output from these sessions; some of the ideas generated were not new but were given new life during these sessions. Right now the challenge is to reduce the ideas to practice i.e. to concepts that can be readily supported at higher Army levels as to their potential and risk. The individual who coined the phrase that inspiration is 99.73 percent perspiration truly understood our current challenge. Present effort is to consolidate the large output of ideas and obtain support and assistance from other agencies such as TARDEC, ARL, etc.

New concepts were defined for Direct Fire; Indirect Fire; and Hybrid Direct Fire / Indirect Fire Weapon Systems. Also concepts were generated for Small Squad Performance; Area (Volume) Denial; Logistics; Munitions Concepts; Light Low Pulse Electro-Magnetic Gun Systems; and Robotics. Output of previous concept generation session such as Future Infantry Weapons as well as special sessions with the Aeroballistic Group of FSAC were combined with the AAN output.

Technologies involved included ETC propulsion; novel ways of reducing recoil and increasing range (vertical launch/high glide munitions); new active protection/ passive protection systems; new munition concepts (new type tandem warheads / smaller diameter / fins) and lighter systems that could be airlifted with the US Marine Corps Vertical Lift Aircraft. Also under evaluation for AAN is the ability to erect backup target acquisition / communications grid via mortar and / or artillery delivered small helicopter sublets that remain airborne for 8-10 hours.

The above represents only about 25 percent of the output of the creative sessions. Although our energies are focused on digesting and refining our current output, new ideas/ concepts are welcome. Any ideas can be e-mailed to Larry Ostuni. Information about AAN can be obtained from the ARDEC Business Development Office (BDO).

## Did You Know...?

By Kathryn Daut, TQM Officer

As the recipient of multiple quality awards, TACOM-ARDEC provides assistance to other organizations in their quality journey. During the last three months, our quality advocates have presented in three high profile programs including:

- 9 Oct 97 - American Society for Quality Northern Virginia, VA - George Cherenack
- 12 Nov 97 - Office of Personnel Management's Executive Development Seminar, Lancaster, PA - Vince Stenziano
- 20 Nov 97 - Quality New Jersey Getting Started Workshop, Edison, NJ - Kathryn Daut

TACOM-ARDEC also provided information on its quality approach to other organizations including:

West Point, APG, Fort Bliss, Research Analysis & Maintenance, Inc., McLean, VA. AAI Corporation, Md., Food & Drug Administration, Department of Agriculture, Department of Commerce, Department of Energy, Department of Veterans Affairs, Ft. McCoy, Department of the Navy, STRICOM, Department of Transportation, Ft. Benning, etc.

TACOM-ARDEC had three nominations of small teams for the USA Today and Rochester Institute of Technology, Quality Cup Award, including:

- Financial Restructuring Implementation Team - members include Richard Waibel, George Cherenack, Lee Greenberg and David Murawski.
- Acquisition Support Team - members include Patricia A. Davis, Zaha Aljallad, Emmett J. Barrett, Mary E. Gregg, Edmund S. Kijak, Joseph Y. Sheng, and Anna Slinko Shevchuk.
- Automated Materiel Acquisition System (AMAS) Team - Richard D'Addario, Scott Miller, Barbara Holmes, Dawn Fralley, and Sandra Telavera.

TACOM-ARDEC hosted two organizations interested in learning more about quality:

- 7 Oct - NJ Department of Environmental Protection (DEP)
- 9 Oct - Modular Power System, Randolph, NJ

TACOM-ARDEC developed and submitted nine Best Practices for the Office of the Secretary of Defense publication of DOD Best Practices maintained on their World Wide Web. Examples of practices include "Advocacy For Concurrent Engineering/Integrated Product Teams," "Systems Measurement Review" and "Benchmarking." (See related Article in this issue - Best Practices)

TACOM-ARDEC submitted Hammer Award nominations for five teams. The teams' accomplishments included use of innovative practices that used reinvention waivers and resulted in significant cost savings/cost avoidances. The following teams were nominated:

- TDY Travel Natural Work Group - members include Larry Burns, Kathleen Drury and Jeffrey Winkler.
- Overhead PAT Implementation Team - members include Richard Kemmerer, Jeffrey Winkler, Richard D'Addario and Dawn Fralley.
- Property Disposal PAT Team - members include Norman Sacks, Jeffrey Winkler and Robert Gonzales.
- Supply Services Natural Work Group - members include Richard Kemmerer and Richard D'Addario.
- TMDE Bill Payer Negotiation Team - members include Joseph Brucato, Jeffrey Winkler, Walter Ryba, Geza Pap and Michael Paduano.

This award process is open continuously and nominations can be sent to Ellen Haveman (extension 6423) anytime. (Nomination form is enclosed.)

## Concurrent Engineering Corner

### Call for Papers 5th Annual Concurrent Engineering And Integrated Product Design Conference

Thursday, September 24, 1998  
Ramada Hotel, 130 Route 10 West, East Hanover,  
New Jersey, USA

#### Conference Overview:

This conference is a forum for discussing concurrent engineering (CCE) and integrated product design. The goals of the conference are:

1. Discuss the tools for improving concurrent engineering.
2. Provide tips for successful team development and partnering.
3. Promote networking between government, industry, and academy.
4. Provide tips for balancing cost, scheduling, and performance.

One page abstracts will be published in a proceeding, available the day of the conference. In addition, papers will be reviewed for publication in *INCOSE Journal*. Papers are invited on the following topics:

Systems Architecture  
Case Studies  
Flexible Manufacturing  
Product Development  
Managing Emerging Technologies  
Tools/products for CCE  
Teaming, Partnering, and Sharing  
Requirements Management  
Streamlining for Cost and Efficiency  
Total Quality Management

#### Schedule

January 15, 1997 - Submission of abstracts, topic area, & brief bio. (title, affiliation, and (1 pg. on CCE exp.)  
March 1, 1997 - Notification of authors  
June 15, 1997 - Submission of papers

#### Conference Contacts and Sponsors:

Please submit abstracts and papers to one of the conference chairs:

J.A. Ruffing, Mechanical Engineer  
Advanced Systems Concept Office  
U.S. Army Armament Research, Development and Engineering Center  
Picatinny Arsenal, NJ 07806-5000  
Telephone: 973-724-6635 Fax: 973-724-2934  
E-Mail: jruffing@pica.army.mil

J.A. Cordes, Ph.D., P.E., Coordinator  
Concurrent Eng. Program  
Department of Mechanical Engineering  
Stevens Institute of Technology  
Hoboken, NJ 07030  
Telephone: 201-216-8258 Fax: 201-216-8315  
E-Mail: [jcordes@stevens-tech.edu](mailto:jcordes@stevens-tech.edu)

#### Conference Co-Sponsor:

Liberty Chapter, INCOSE, International Council on Systems Engineering  
[www.incose.org/chapters/liberty/index.html](http://www.incose.org/chapters/liberty/index.html)

## Book Reviews

### *The Language of Leadership*

By Dr. Marlene Caroselli

Book Review by Ms. Ivy Meyer

Dr. Caroselli takes ten of the most successful business people and critiques and analyzes their communication skills (speaking and writing styles) through verbal and nonverbal presentations. She does this using the power of politics, persuasion, psychology, entrepreneurship, journalism and activism. There are exercises to practice presentation skills through writing and actual presentations using words that make the presentation/written material more powerful.

The book opens with an overview of leadership, what it means to be a good leader and list some desirable traits of good leadership. (Examples and critiquing is

then made of speeches given by these successful individuals.) The individuals she has selected are Lee Iacocca, Mario Cuomo, Tom Peters, Judith Bardwick, Judy Columbus, Barbara Henry, Peter Drucker, and Kitty Carlise Hart. She illustrates the language of leadership through their styles.

For example, in one of Iacocca's speeches, a commencement address to the graduating class at the University of Southern California, the president of the college introduced Iacocca as leaving Ford after 32 years of service and accepting a challenge with Chrysler Corporation. Upon taking the podium Iacocca stated "actually what happened was, I got fired from Ford and I went to Chrysler because the auto industry was my life and because Chrysler was the only game in town at the moment with an open seat. I was not looking for a challenge and neither were the thousands of men and women who surprised the world by bringing Chrysler back from the dead. We were just all trying to survive. That's all – no more, no less." He goes on to say that Chrysler survived because these men and women accepted a challenge dropped on them by experts from Wall Street to Washington, DC. He then states "you see, the easiest challenges are those you put on yourself; the tough (really lousy ones) are those dropped in your lap." He encouraged the students to climb the mountains they are currently on, before going on to new ones.

What a powerful speech. Iacocca was honest, shared the power and glory of Chrysler's success with the workers and went on to challenge the graduating seniors to complete the mountains their forefathers started to build before moving on to "making mountains for themselves." He knew his audience and appealed to them. His integrity and values came across loud and clear. He gave inspiration to the graduating seniors to get out there and give it your best shot. Sometimes you are not going to please everyone as witnessed by his firing from Ford, but you must do what you feel is right for you.

Dr. Caroselli also takes a speech made by then Governor of New York, Mario Cuomo. Cuomo was addressing the Democratic National Convention in which he thanks the committee for inviting him to speak. He states "on behalf of the Empire State and the family of New York I would like to thank you...." The power of politics weaves together the convention and the citizens as a family. Who doesn't want to belong to something or someone? The feeling of value and need are met in this phrase. Audiences are looking for this.

Dr. Caroselli ends with saying "we are judged by our language as much as, or (perhaps more than) we are judged by our appearance, our choice of associates, and our behavior. Language communicates so much more than ideas, it reveals our intelligence, our knowledge of topic, our creativity, our ability to think, and our self-confidence. Every successful person must develop good communication skills to succeed. A manager needs to know how to relate to his customers, peers and subordinates. The information dealt with in this book can be used everyday by managers when making their own "personal presentation" to his peers. If a manager does not possess good communication skills he will not go very far in the business world.

### MANAGEMENT CONCEPT

The major management concepts discussed are communication skills, both verbal and nonverbal, that are required for making presentations and writing papers. Leadership requires an individual to have skills and ability to make presentations that keep the audience awake. Considering that listeners only retain approximately ten percent of what they hear and approximately forty percent of what they see, it is imperative that we as leaders give the most powerful presentation we possibly can.

The book touches on empowerment of individuals and the impact you have on your audience.

**RECOMMENDATION**

I highly recommend this book be placed on the Management Reading List for future developmental programs. This book illustrates both verbal and nonverbal communication skills and shows by example how to make a powerful presentation.

**Principle-Centered Leadership**

By Stephen R. Covey

Book Review by MaryAnn Matyola

"Give a man a fish and you feed him for a day; teach him how to fish and you feed him for a lifetime."  
Stephen R. Covey

This book gives insight and offers suggestions on getting the best from your employees by learning excel, yourself, as a leader. Broken into two sections, the book first addresses personal and interpersonal effectiveness. The second addresses managerial and organizational development. I will comment on a few sections of the book.

Covey discusses mastering yourself as a person. Moving from dependence to independence to interdependence. Pro activity, goal setting, self-mastery, self-control, integrity, responsibility, etc. are all endowments that will move a person from dependence to independence. Thinking win/win, working on communication skills and creativity. In order to get to the top and stay there, a person needs to be involved in continuous personal and professional self-improvement. He emphasizes the need to maintain a balanced life and an integrated life between work and family.

Leaders are in highly influential positions. Mr. Covey addresses ways leader influences people. There are three types of influence, namely; modeling, relating and overt attempts to influence. Modeling, is what you do, this, is the most influential, at 70% of the time. Relating, is the special effort you partake in to encourage, reward and teach others, this is at 25%. The least effective approach is telling, explaining and

teaching. This is likely to influence people only 5% of the time. (Okay, what are you modeling?)

Mr. Covey discusses many problems seen in organizations. The problems most commonly seen are, lack of a shared vision and values, no strategic path, poor alignment, poor style, poor skills, and low trust and integrity. Each of these problems is solvable. Two most common ingredients are the creation of a written 'shared vision statement' and honest and open communication.

Total quality, Mr. Covey defines as a philosophy of continuous improvement in personal, professional, interpersonal, managerial and organizational areas. He also integrates his steps of moving from independence through interdependence with W. Edward Demings' fourteen points.

This book is very well worth reading. Covey gives specific advice and some of his ideas you may find you can incorporate into your everyday life!

### **Engineering Software Standards -- Are They Needed?**

*By Frank Virginia for the Computer Integrated Engineering  
Quality Circle*

The senior leadership and the Concurrent Engineering Quality Management Board (CE QMB) have long recognized the importance of computer-aided design in the overall scheme of Concurrent Engineering at Picatinny Arsenal. Problems implementing and functioning in a concurrent engineering environment arise because of the inability of all project areas to access necessary engineering information in a seamless and painless method.

The Computer Integrated Engineering Quality Circle (CIE QC) was tasked to support CE QMB Goals by developing software standards for computer aided engineering (CAE). The CIE QC surveyed contractors and in-house users, then recommended a standardization process with initial selections to the CE QMB. The purpose was to make it easier for

everyone to select and purchase software that would be compatible.

The new business unit structure, which empowers each unit manager to make their own decisions, encourages decentralized initiatives and has made it unlikely that we can tightly standardize CAE software. However, in the last few years, certain programs have become defacto "standard." For example, there is continuous training for Pro/Engineer and ANSYS supported by the CIE QC and run by the Center for Defense Science Studies. The on-site courses in Pro/Engineer started in the early 90's and ANSYS began this year. This has helped to eliminate inconsistencies and roadblocks in the concurrent use of engineering data at ARDEC.

From the economic point of view we have saved travel and expense for more than 200 engineers with this in-house training. Initiatives include the purchase of an interactive tutorial for those already using Pro/Engineer but who need more training or help with specific, advanced applications. We are currently attempting to capitalize on site license agreements, which would maximize our existing CAE resources and minimize funding requirements.

Current recommendations for computer hardware and peripherals can be found in the Picatinny Intra Web Page:

<http://www.pica.army.mil/intra/computer/infocen>

Concurrent Engineering Software Tools can be found in:

<http://www.pica.army.mil/intra/computer/infocen/CIE>

The Computer Integrated Engineering Quality Circle (CIE QC) was chartered in the middle 80's to: "...facilitate Picatinny Arsenal engineering processes and related functions by computer-integrated applications". The CIE QC is a multi-disciplined, cross-organizational QC comprised of members from major elements of ARDEC. Currently represented organizations include CCAC, DOIM, FSAC, QED and WECAC. Other organizations and Business Units are invited to be associate members. E-mail <cie-qc> for information.

Concurrent Engineering is the systematic approach to the integrated, concurrent design of products and related processes including manufacturing and support. This approach forces the developers to consider all elements in a product's life cycle from conception to disposal, including quality, cost, schedule and user requirements.

## **Revised Reinvention Waiver Procedures**

*By Ellen Haveman, TQM Office*

The National Performance Review is the longest-running government reform initiative in the nation's history and is still going strong. Reinventing government is progressing along several fronts – executive orders, legislation and direct efforts to change the organizational culture. The principles are:

putting customers first

cutting red tape

empowering employees to get results

getting back to basics.

TACOM-ARDEC employees have used reinvention principles to reengineer work processes and eliminate unnecessary regulations via the reinvention waiver process. Some examples of approved waivers are:

A waiver that eliminated the requesting official's signature on travel orders.

A waiver which drops all furniture from Property Book accounting

A waiver that eliminates the requirement for the use of firm-fixed price contracts or fixed price contracts with economic price adjustment for the acquisition of commercial services.

In addition, TACOM-ARDEC elements have initiated three legislative change proposals through command channels for review and approval.

Recently, Department of Army has implemented some changes to the waiver process. The first change to the procedure deals with the dispute resolution process and now sets a timeframe within which the HQDA staff principal will notify the reinvention laboratory of any objection to the waiver. The time allowed for notification by the HQDA staff principal to the reinvention center is 5 working days from receipt of the waiver. Once the reinvention lab receives the notification, the lab will maintain the status quo and defer implementation of the waiver until all the issues are resolved. The second change deals with the reengineered legislative change process. All proposals to change an existing law or propose a new law that supports reengineering efforts must be submitted to the Director of Management at DA. The proposal must be approved by the local commander, have a "champion" empowered to speak for the Commander and also serve as the point of contact through the entire legislative change process. Submitted proposals will include the following:

Detailed description of the proposal

A justified statement with supporting background information

An explanation of how the proposal furthers reengineering and reinvention objectives.

Projected cost savings/avoidance data

A legal opinion, including the existing laws and statutes that would be affected

Potential applicability across DoD

Name of the MACOM Champion

In this environment of downsizing and budgetary restraints, it is important that all employees' work together to remove barriers that may stand in the way of a more productive work environment. If you have

an idea that necessitates a waiver to a regulation, policy or directive, and you would like to find out more about reinvention, or you would like your employees to be better informed regarding the reinvention process, please contact Ellen Haveman, TQM Office, extension 6423. I am available to brief your staff meetings or informal meetings regarding the reinvention/legislative change process.

## February Video Showings

The TQM Office has arranged for a regular video presentation of Dr. J.M. Juran and Dr. Hyler Bracy's video "Dealing with The consequences of Downsizing: How Do You Rebuild Trust" over CCTV, Channel 13. Dr. Juran's video will be shown beginning 2-6 February and Dr. Bracy on 23-27 February 1998. The videos will be played twice each day. Following is a listing of the dates and times for the video showings:

<b>MONDAY</b>	
2 February 1998	0830-1200 1300-1630
23 February 1998	0830-1015 1300-1445
<b>TUESDAY</b>	
3 February 1998	0830-1200 1300-1630
24 February 1998	0830-1015 1300-1445
<b>WEDNESDAY</b>	
4 February 1998	0830-1200 1300-1630
25 February 1998	0830-1015 1300-1445
<b>THURSDAY</b>	
5 February 1998	0830-1200 1300-1630
26 February 1998	0830-1015 1300-1445
<b>FRIDAY</b>	
6 February 1998	0830-1200 1300-1630
27 February 1998	0830-1015 1300-1445



Short descriptions of the videos follow:

## 2-6 February 1998 – Dr. Juran

The first portion of the video is *An Immigrant's Gift* that provides remarkably candid insights into the inner life of a very private individual. The program also dramatizes how “quality” impacts each of us, and why it has become so critically important to our everyday lives. Learn why Dr. Juran is regarded as having had more impact on our products and services than any other living person has.

The remainder of the video is *J.M. Juran: Leadership Strategies for the New Millennium* – Dr. Juran is joined by a panel of prestigious business leaders who share insights and experiences about future trends and best practices that will be crucial to a more profitable, competitive and customer-driven organization.

## 23-27 February 1998 - Dr. Hyler Bracey, “Dealing With The Consequences of Downsizing: How Do You Rebuild Trust?”

On August 13, 1997 Dr. Bracey delivered a powerful talk to TACOM's senior managers that captured the essence of caring management and the principles of his book titled, “Managing From the Heart.” Badly burned in a stock car racing accident in 1970, Dr. Hyler Bracey, Chairman of the Atlanta Consulting Group says he has had two great struggles in his life. The first was recovering from that accident and dealing with years of rehabilitation. The second, he says, is helping people and organizations bring compassion and accountability to the workplace. By spending more time on task and less time on people, the people problems will get worse. This was the message and he shared his theories and solutions for recovery, prevention and maintaining trust in this organization in his presentation entitled, “The Consequences of Downsizing: How Do You Rebuild Trust?”

If you have any questions concerning the playback of these videos, please contact Fred Shakeshaft, TelePhoto Lab, at extension 47532.

## BEST PRACTICES

By Ellen Haveman, TQM Office

A “Best Practice” is defined as a superior method or an innovative practice that contributes to improved performance of the process. Best Practices may incorporate several factors to include but not limited to: (a) expert review (e.g., assessment, award, functional, or auditing team); (b) results are clearly superior to others of comparative organizations; (c) results are ‘breakthrough’ in efficiency/effectiveness (e.g., high return on investment); (d) multiple sources agree that the practice is superior; (e) use of latest technology; or (f) high number of satisfied repeat customers. The Best Practice must demonstrate through data that it is “more, better, faster, cheaper.”

Brigadier General Arbuckle recently signed a letter forwarding TACOM-ARDEC's “Best Practice” submissions to Headquarters, DA for their review and processing to the Office of the Secretary of Defense (OSD) for publication on the OSD world wide web site. The intent of the “Best Practice” website is to highlight DoD quality initiatives. TACOM-ARDEC submissions were in the categories of Quality Management, Health, and Human Resources. The titles of the practices submitted are:

- Advocacy for Concurrent Engineering/Integrated Product Teams
- Quality Management Boards (QMBs) and Process Action Teams (PATs)
- Systems Measurement Review
- Benchmarking
- Quality Function Deployment (QFD) Analysis of Product Improvement Alternatives for the Wide Area Munitions System
- Contractor Performance Certification Program, (CP2)
- Alpha Plus Contracting
- Technical Executives
- Fit-to-win Program
- Empowerment for Real: Reverse Performance Appraisals

This is a good opportunity for us to publicize the innovative processes that we regularly use to help us do our jobs more efficiently. If you have a method or practice that is contributing to the improved performance of your organization, and would like more information on how to submit your "best practice" to OSD for publication, please contact the TQM Office on extension 6423.

**The Categories for "Best Practices" are:**

**QUALITY MANAGEMENT**

Customer Service  
Leadership Commitment  
Process Improvement  
Quality of Life  
Self-Assessment  
Strategic Planning  
Teams  
Training

**MANPOWER & PERSONNEL**

Administration  
Human Resources

**LOGISTICS**

Contracting  
Distribution  
Environment  
Health  
Maintenance  
Personal Property  
Repair  
Supply

**OPERATIONAL PLANS & INTEROPERABILITY**

**INTELLIGENCE**

**OPERATIONS**

**STRATEGIC PLANS & POLICY**

**COMMAND CONTROL & COMMUNICATIONS**

Communication  
Information Management

**COMPTROLLER**

**COMMUNITY RELATIONS**

**FORCE STRUCTURE, RESOURCE & ASSESSMENT**

Financial Resource Management

**INSPECTOR GENERAL**

the organization performing a self-assessment; 2. Present the criteria along with key excellence indicators for each category; 3. Review requirements to apply for the NJ Quality Achievement Award; 4. Explain the application process; and 5. Describe the nature of the feedback report, and how it can be used for self-improvement. This workshop will take place from 9 A.M. to 12 Noon at a location to be determined. Cost is \$40 per person (\$35 for QNJ members).

If you are interested, call Barbara Cebrynski, extension 3592 for a copy of the registration form.

**Self-Assessment Workshop**

20 January, 21 April, 21 July, 20 October 1998

For the organization beginning a management program based on NJQAA/Baldrige criteria. A seven-step process for conducting an organizational quality self-assessment is presented. A Quality Assessment is an evaluation of an organization's performance, policies, processes and practices using criteria that represent excellence. Upon completion of this seminar participants will be able to: 1. Plan and conduct a MBNQA/NJQAA styled self-assessment of their organization; and, 2. Use the assessment results to prioritize and develop improvement plans. This workshop will take place from 9 A.M. to 4:30 P.M. at a central NJ location to be determined. Cost is \$75 (\$60 for QNJ members)

If you are interested, call Barbara Cebrynski, extension 3592 for a copy of the registration form.

**Application Development Seminar**

29 January, 25 February, 29 October 1998

Designed for organizations that are writing or considering writing an application for the New Jersey Quality Achievement Award or the Malcolm Baldrige National Quality Award. This workshop will 1. Define the application goals and customers; 2. Discuss critical success factors for a well-written and accurate application; 3. Describe application

**Quality Training Opportunities Offered**

**Award Process Orientation**

22 January, 18 February, 22 October 1998

Designed for organizations to learn how the NJQAA/Baldrige criteria can assist them in improving their performance. The seven NJQAA/Baldrige categories are explained, as well as the various NJQAA approaches to improvement. This program will: 1. Review the benefits and identify priorities for

development planning; 4. Describe author/team qualifications and training requirements; 5. Provide a structured approach to application development, data gathering, and reviews; and 6. Outline "helpful hints" and pitfalls to avoid." Reasons to participate: A structured approach can 1. Improve the accuracy, completeness and scoreability of the document, and save you time and resources; 2. Improve the quality of the application and insure a comprehensive coverage of the criteria by concentrating on content over style; and 3. Be used as a training and developmental tool. Cost is \$40 (\$35 for QNJ members). This workshop will take place from 9 A.M. to 12 Noon at a central NJ location to be determined.

If you are interested, call Barbara Cebrynski, extension 3592 for a copy of the registration form.

### **Introduction to Total Quality**

*By Sid Markowitz*

"Oklahoma State University - Oklahoma City is offering an online course this upcoming spring semester entitled, "Introduction to Total Quality." The course will begin 12 January 1998 and end 10 May 1998. The course will be facilitated by OSU-OKC faculty and is worth 3 credit hours. It is a web based course, so you can take the course at your leisure as long as it is finished by 10 May 1998. For more information or to enroll, E-mail Mike DeLong, Assistant Professor, Quality Assurance/Management, at mdelong@okway.okstate.edu or call (405) 945-8611.

### **1998 QNJ Sharing Rally**

25 March 1998. Location and details to be determined.

At this session, this year's Quality Partner Award Winners (Office Interiors and Hunterdon Central High School) and the Area of Excellence in the Workplace winner (Coach) will share their approaches.

If you are interested, call Barbara Cebrynski, extension 3592 for a copy of the registration form.

### **The Quest for Excellence**

The official conference of the Malcolm Baldrige National Quality Award  
8-11 February 1998  
Washington, D.C.  
Washington Hilton & Towers

An amazing fact about any great endeavor is that the journey, the climb, can be more rewarding than the goal itself.

*Quest for Excellence* will provide an in-depth opportunity to learn about the quality processes and results of the 1997 Baldrige Award recipients. Presentations will be made by the CEOs and others in the Award recipient companies. The conference is organized to maximize learning and networking opportunities.

Cost is \$950

For more information call ASQ at 800-248-1946.

### **Solicitation and Guidance for "Leading Change" Newsletter Articles**

*By Gail Terry, HQDA*

We are accepting articles for the next issue of the Strategic Management and Innovations Division's newsletter, "Leading Change." We encourage you to send any articles or information you would like to include. Our next issue will focus on Benchmarking, but we welcome your submissions on any other appropriate subject!

New Guidance: Request all future submissions be sent electronically to terrygh@hqda.army.mil. Also request copy on disc, using Microsoft 7.0 only, mailed to me at: Ms. Gail Terry, DACS-DMC-P, Crystal Square 2, Suite 1001, 1725 Jefferson Davis Highway, Arlington, VA 22202.

Articles should not exceed one typewritten page with 1-inch margins. The text of articles is to be in Times New Roman, Size 10. Headers and Subheaders are to be typed in Arial, Size 16. Credits beneath article are to be in Arial Narrow, Size 8.

Your submission of articles grants us the permission to edit for grammar and length.

"Leading Change" newsletter and other information about ongoing and future TAQ and NPR initiatives are on the World Wide Web at <http://www.army.mil/dpr-page/home.htm>

All materials for the next issue of the newsletter are due by COB on 6 March 1998.

Many thanks for your past contributions. Keep them coming!

Gail Terry, DSN 327-1325, 703/607-1325

**(The next article has been reprinted from the TACOM Home Page.)**

## **Acquisition Reform**

I am Major General Roy E. Beauchamp, Commanding General of the Tank-automotive and Armaments Command. I would like to talk with you about Acquisition Reform. Acquisition Reform is an idea whose time has come. In fact Acquisition Reform is an idea whose time was long overdue. And there is no better place to demonstrate the benefits of Acquisition Reform than the Tank-automotive and Armaments Command. This Command supports over 3,300 weapon systems in the Army inventory ranging from tanks and infantry fighting vehicles and artillery systems to tactical wheeled vehicles; from watercraft to water production systems; from aircraft armament systems to diving equipment and everything in between. The Tank-automotive and Armaments Command touches every soldier in the United States

Army ... every day ... through the equipment and sustainment support we provide.

We have more than 2,200 suppliers in our supplier network...business partners upon whom we depend to provide the high quality equipment that has made America's Army the envy of the world, and upon whom we must depend if we are to maintain our capability.

Acquisition Reform is the key element in enabling us to continue to maintain and sustain America's Army at a smaller and more affordable level while ensuring that we will not compromise or put at risk the soldiers who use our equipment under the most dangerous and difficult conditions.

The Tank-automotive and Armaments Command is committed to making Acquisition Reform a way of life; committed to a genuine change in our business processes to enable us to forge strong, professional business relationships that are mutually beneficial and which support the interest of our stockholders...the American people. We have been successful in transforming Acquisition Reform from a bumper sticker to a business process at TACOM. But we also recognize that this is a continuing process... a process that we must continue to work at. And every associate at TACOM... at every level and grade and position is committed to that effort.

We look forward to working with you to continue to develop and find new ways and new areas to apply the principles of Acquisition Reform in our corporation here at TACOM. It certainly includes partnering and IPT's and performance specs and electronic commerce and all the other more visible manifestations of Acquisition Reform. But that is only part of the program. Equally important is a reformed attitude that says we must work together in professional business relationships that are mutually beneficial to acquire the products we need better and faster, and cheaper. This is the foundation upon which the future of Acquisition Reform rests and upon which the readiness and capability of a smaller Army is dependent.

We appreciate what you in industry bring to this process and we look forward to working with you in the continuing effort to make Acquisition Reform work for soldiers and the American taxpayer.

## PEP Rally Survey

**ATTENTION TEAMS!!!!!! See important Survey attached regarding the 1998 PEP Rally.**

The TQM Office is always looking for contributions to this quarterly publication. Please send your input by e-mail to <amsta-ar-tq> in Building 1. If you have any questions or suggestions regarding this publication, you may call Kathryn Daut on 6348, e-mail <kdaut> or Barbara Cebrynski on 3592, e-mail <bcebryn>. This publication is distributed to all organizations (distribution-c), trained facilitators, TQM Executive Council members, and organizational coordinators. The Link is available on the WWW after the security clearance process is completed.

### Team Start-up Information

Any facilitator or team leader starting up a team should pick up a starter package at the TQM Office, Fourth Floor, Building 1 or call extension 3592.

### Quality Quote

*"The risk of not deciding is often the greatest of all risks to the organization."*

Everard and Morris

